

DEPARTMENT OF CORRECTIONS

FINANCIAL SUMMARY

	FY 2003 EXPENDITURE	FY 2004 APPROPRIATION	FY 2005 REQUEST	GOVERNOR RECOMMENDS FY 2005
Office of the Director	\$ 99,042,889	\$ 81,918,568	\$ 82,077,602	\$ 81,993,705
Division of Human Services	9,593,030	11,309,666	11,961,267	12,166,278
Division of Adult Institutions	207,789,495	257,815,306	251,268,900	259,041,227
Division of Offender Rehabilitative Services	125,807,495	144,408,330	150,217,392	150,181,093
Board of Probation and Parole	74,212,862	79,029,742	79,088,999	82,142,280
DEPARTMENTAL TOTAL	\$ 516,445,771	\$ 574,481,612 *	\$ 574,614,160	\$ 585,524,583
General Revenue Fund	480,879,881	522,561,102	524,425,336	535,180,307
Federal Funds	4,519,330	8,972,901	7,727,435	7,770,096
Working Capital Revolving Fund	26,950,171	38,386,520	37,954,432	38,137,377
Inmate Revolving Fund	4,013,889	4,213,989	4,159,857	4,172,203
Crime Victims' Compensation Fund	82,500	82,500	82,500	0
Correctional Substance Abuse Earnings Fund	0	264,600	264,600	264,600
Full-time equivalent employees	11,929.29	11,989.89	11,772.39	11,798.91

* Does not include \$51,246 recommended in the Fiscal Year 2004 Supplemental Appropriations. See the Supplemental section of the Missouri Budget for details regarding the Department of Corrections supplemental appropriations.

POLICY SUMMARY

Governor Holden's budget for Fiscal Year 2005 provides a total of \$585.5 million for the Department of Corrections. The Department provides secure facilities for separating criminals from Missouri's law-abiding population and promotes the safe and successful reintegration of former offenders back into lawful society. The core functions provided by the Department of Corrections promote the safety of Missourians through:

- Containment of offenders that require imprisonment.
- Supervision of offenders who have served their terms and are being reintroduced back into society.
- Supervision of offenders who have been assigned probation in the community.
- Rehabilitation of both incarcerated offenders and those who are being supervised in the community.

Maintaining Public Safety with Efficiency

The oldest prison west of the Mississippi, the Missouri State Penitentiary, will be closed in Fiscal Year 2005. The sprawling facility had become too costly to operate and has been replaced with a new Jefferson City Correctional Center. With continued budget pressures, it has become necessary to close another inefficient prison. The Chillicothe Correctional Center will be closed and its 525 women offenders will be moved to space in the Tipton Correctional Center. The Chillicothe facility was opened in 1895 as a juvenile detention facility. An assortment of buildings were added through the early 1900s and in 1981 the facility was converted to a correctional center for women offenders. Now, there are looming repair and renovation costs of \$9.7 million. In addition, savings from operating costs in Fiscal Year 2005 will total \$1.7 million, with additional savings in Fiscal Year 2006 of \$1.2 million. Some additional costs will be incurred because of the move, and living within Missouri's existing prison space may be a challenge.

During the last five years, that included two consecutive years of declining revenue, Missouri's inmate population ballooned by more than 22 percent. Missouri state government must continue to meet its obligations to its citizens while living within its means. Therefore, the Department of Corrections is taking active steps to improve management of its offender population in a manner that reduces incarceration costs while still maintaining public safety. One driver of offender population growth is offenders who re-offend while on parole and are re-incarcerated. To reduce incidents of re-offending, the Department of Corrections is placing increased emphasis in the following areas:

- Better training for probation and parole staff.
- Enhanced case management of parolees.
- Increased use of performance data to identify areas of the state with high return-to-prison rates so improvements can be made in these areas.

Furthermore, the Board of Probation and Parole has improved its analysis of prospective parolees to better determine which offenders are the most likely to re-offend. Due to the efforts of the Board and the department as a whole, growth of the offender population has

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POLICY SUMMARY (Continued)

decreased from 4.56 offenders per day in Fiscal Year 2002 to 1.39 offenders per day in Fiscal Year 2003. Also, the department will actively participate in the implementation of Senate Bill 5 (2003), which further promotes the use of community supervision for non-violent offenders who are unlikely to re-offend. Even with these efforts, Missouri's prison population is expected to grow from 30,320 in Fiscal Year 2004 to 32,844 in Fiscal Year 2005.

Offenders must be prepared to live within the rules of a lawful society if they are to be eventually released. Some performance measures the Department of Corrections uses to evaluate its efforts at holding offenders accountable:

	2001	2002	2003
Percentage of incarcerated offenders with a High School Diploma or GED	62%	63%	59%
Percentage of incarcerated offenders testing positive for substance abuse	2.3%	2.2%	2.1%
Percentage of probationers/parolees testing positive for substance abuse	17.0%	22.9%	23.2%
Percentage of offenders under community supervision who are employed at a rate consistent with their local community	78.99%	76.38%	74.29%
Number of community service hours completed by offenders	324,401	349,566	377,565

Improved Efficiency

Missouri has always been a low tax state and has, therefore, provided only essential services at a very low cost. The state's already low tax level combined with two consecutive years of declining revenue have led to significant reductions in many programs. However, under Governor Holden's leadership, state agencies have minimized the negative impact on services by dramatically reducing administrative costs and by developing ways to provide remaining services in the most efficient way possible.

The Department of Corrections has aggressively improved the services it provides and reduced administrative costs by:

- Consolidating administrative functions throughout the department, resulting in a reduction of \$628,123 and 15 staff.
- Changing the education staff shifts in the institutions to four, ten-hour shifts per week allowing the elimination of evening GED classes while still serving the same number of offenders. This change saved the state approximately \$200,000 per year.
- Establishing a printer cartridge recycling program within Missouri Vocational Enterprises. The Department of Social Services estimates this program has saved them \$200,000 per year.

In addition to cost cutting measures already implemented, the Department of Corrections plans to:

- Pilot a waste food composting program in the institutions to reduce the costs of waste disposal.
- Perform a comprehensive examination of the probation and parole system to determine where efficiencies can be generated through the use of technology.
- Continue piloting a program for 12-hour shifts at the institutions.
- Continue to participate in the Transition from Prison to Community Initiative to discourage recidivism and reduce the need for new prison construction.
- Implement a review of parole violator processing to reduce the time of determining the status of parole violators.

Cuts Already Made

The Department of Corrections has worked to minimize the impact of reduced funding on services. However, the department's funding for services has been cut in recent years. For example:

- 88 institutional staff positions were eliminated including cooks, caseworkers, teachers and maintenance staff. These reductions put greater strains on the correctional officers who supervise the inmates as more of their efforts must be directed to covering the duties of the eliminated positions.
- 8 institutional chaplains were eliminated, reducing the amount of religious counseling and services available to offenders.
- 31 probation and parole staff were cut, reducing offender supervision resources.

**DEPARTMENT OF CORRECTIONS
OFFICE OF THE DIRECTOR**

FINANCIAL SUMMARY

	FY 2003 EXPENDITURE	FY 2004 APPROPRIATION	FY 2005 REQUEST	GOVERNOR RECOMMENDS FY 2005
Office of the Director (Staff)	\$ 2,785,244	\$ 3,350,450	\$ 3,493,432	\$ 3,463,711
Federal Programs	4,083,087	8,441,077	7,227,434	7,270,095
Inmate Revolving Fund Programs	654,631	0	0	0
Fuel and Utilities	20,861,986	22,541,796	22,255,370	22,138,106
Fuel and Utilities/Board of Public Buildings	2,568,741	2,568,750	3,366,074	3,366,074
Food Purchases	23,650,242	24,815,372	25,694,175	25,694,175
Public School Retirement	0	1,792	1,792	1,792
Population Growth Pool	35,343,796	11,226,091	10,427,040	10,477,040
Information Systems	6,326,817	5,879,722	6,293,767	6,264,194
Telecommunications	2,768,345	3,093,518	3,318,518	3,318,518
OFFICE OF THE DIRECTOR TOTAL	\$ 99,042,889	\$ 81,918,568	\$ 82,077,602	\$ 81,993,705
PERSONAL SERVICE				
General Revenue Fund	26,420,788	8,963,439	9,286,617	9,386,314
Federal Funds	1,657,631	2,133,025	2,133,025	2,175,686
Inmate Revolving Fund	614,776	0	0	0
EXPENSE AND EQUIPMENT				
General Revenue Fund	66,854,841	62,175,152	63,224,651	63,080,896
Federal Funds	2,861,699	6,808,052	5,594,409	5,594,409
Working Capital Revolving Fund	510,799	1,756,400	1,756,400	1,756,400
Inmate Revolving Fund	39,855	0	0	0
Crime Victims' Compensation Fund	82,500	82,500	82,500	0
TOTAL	\$ 99,042,889	\$ 81,918,568	\$ 82,077,602	\$ 81,993,705
General Revenue Fund	93,275,629	71,138,591	72,511,268	72,467,210
Federal Funds	4,519,330	8,941,077	7,727,434	7,770,095
Working Capital Revolving Fund	510,799	1,756,400	1,756,400	1,756,400
Inmate Revolving Fund	654,631	0	0	0
Crime Victims' Compensation Fund	82,500	82,500	82,500	0
Full-time equivalent employees	1,154.76	203.53	212.53	212.53

DEPARTMENT OF CORRECTIONS

OFFICE OF THE DIRECTOR (Continued)

The director of the Department of Corrections provides guidance, coordination, and control of the four departmental divisions: Human Services, Adult Institutions, Offender Rehabilitative Services, and the Board of Probation and Parole. The Office of the Director consists of the Director's Office, the Deputy Director's Office, Public Information, Office of Constituent Services, and Legal Services. Department-wide appropriations centralized at this level include inmate fund programs, telecommunications, fuel and utilities, food, inmate wage and discharge fund, security staff, the institutional expense and equipment pool, and federal programs.

Fiscal Year 2005 Governor's Recommendations

- \$1,200,898 for increased fuel and utilities costs.
- \$878,803 for continued food cost .
- \$142,358 for pay plan, including \$99,697 general revenue.
- \$600,269 and four staff reallocated from the Division of Adult Institutions.
- \$287,562 and eight staff reallocated from the Division of Rehabilitative Services.
- (\$2,336,877) and (three) staff in core reduction from the Fiscal Year 2004 appropriation level, including (\$1,048,610) general revenue.
- (\$697,876) for one-time expenditures, including (\$690,000) general revenue.

DEPARTMENT OF CORRECTIONS

DIVISION OF HUMAN SERVICES

The Division of Human Services consists of Training, Employee Health and Safety, Human Resources, Budget and Planning, Fiscal Management, General Services, and Religious and Spiritual Programs. Training is responsible for training new staff and upgrading training for present staff. Employee Health and Safety consists of activities involving infectious disease control, wellness programs, and other items that relate to employee morale and well-being. Human Resources coordinates hiring, promotions, and discipline in all four divisions to ensure that professional and equitable treatment is available to all employees. Budget and Planning ensures that long- and short-term budgetary and strategic planning needs are identified and addressed. Fiscal management carries out the department's day-to-day financial operations. General Services coordinates food and construction services. Chaplains and volunteers are supervised by Religious and Spiritual Programs.

Fiscal Year 2005 Governor's Recommendations

- \$212,464 for pay plan, including \$204,833 general revenue.
- \$1,798,250 and 49 staff reallocated from the Division of Adult Institutions.
- \$148,225 and seven staff reallocated from the Division of Probation and Parole.
- \$72,362 and two staff reallocated from the Division of Offender Rehabilitation.
- (\$1,291,816) for one-time expenditures, including (\$1,259,993) general revenue.
- (\$82,873) and (two) staff in core reduction from the Fiscal Year 2004 appropriation level.

**DEPARTMENT OF CORRECTIONS
DIVISION OF ADULT INSTITUTIONS**

FINANCIAL SUMMARY

	FY 2003 EXPENDITURE	FY 2004 APPROPRIATION	FY 2005 REQUEST	GOVERNOR RECOMMENDS FY 2005
Central Office	\$ 1,895,450	\$ 1,989,591	\$ 2,090,565	\$ 2,145,537
Comp Time Payments	2,938,963	0	0	0
Wage and Discharge Costs	3,627,158	3,757,194	3,890,250	3,890,250
Institutional E&E Pool	17,549,343	18,360,780	19,296,875	18,970,729
Jefferson City Correctional Center	16,083,660	18,955,620	17,078,392	18,497,652
Central Missouri Correctional Center	6,983,516	7,852,694	7,875,347	8,139,895
Women's Eastern Reception & Diagnostic Correctional Center	10,281,010	10,755,766	10,714,044	11,036,839
Ozark Correctional Center	4,238,010	4,739,178	4,639,240	4,785,825
Moberly Correctional Center	10,049,625	10,790,827	10,823,513	11,186,670
Algoa Correctional Center	7,733,975	8,498,626	8,665,886	8,950,441
Missouri Eastern Correctional Center	5,994,140	6,768,957	6,835,724	7,054,760
Chillicothe Correctional Center	3,769,000	4,199,420	4,187,888	2,592,584
Boonville Correctional Center	7,617,835	8,335,631	8,260,634	8,529,827
Farmington Correctional Center	13,608,967	14,827,447	14,790,835	15,771,424
Farmington Correctional Center/ Board of Public Buildings	1,297,690	1,440,041	1,404,797	1,429,382
Farmington Boot Camp	584,793	659,458	659,458	0
Western Missouri Correctional Center	13,527,439	15,490,928	13,923,232	16,173,176
Potosi Correctional Center	8,684,863	9,306,791	9,248,485	9,548,361
Fulton Reception & Diagnostic Correctional Center	8,294,102	8,464,337	8,435,014	8,710,745
FRDCC/Board of Public Buildings	554,785	629,078	539,049	548,859
Tipton Correctional Center	9,554,842	10,282,514	10,242,640	10,578,783
Western Reception & Diagnostic Correctional Center	14,151,124	15,273,749	15,220,302	15,721,689
Maryville Treatment Center	5,754,294	6,305,394	6,251,808	6,449,224
Crossroads Correctional Center	9,559,206	10,392,676	10,375,160	10,722,069
Northeast Correctional Center	13,275,392	14,302,224	14,259,122	14,717,621
Eastern Reception & Diagnostic Correctional Center	72,473	22,670,021	19,823,121	20,449,354
South Central Correctional Center	10,107,840	10,921,553	10,762,955	11,110,443
Southeast Missouri Correctional Center	0	11,844,811	10,974,564	11,329,088
DIVISIONAL TOTAL	\$ 207,789,495	\$ 257,815,306	\$ 251,268,900	\$ 259,041,227
PERSONAL SERVICE				
General Revenue Fund	185,543,861	232,318,533	226,697,504	234,911,401
Working Capital Revolving Fund	417,542	467,162	467,162	486,035
Inmate Revolving Fund	153,873	406,540	373,828	374,030
EXPENSE AND EQUIPMENT				
General Revenue Fund	21,674,219	24,623,071	23,730,406	23,269,761
TOTAL	\$ 207,789,495	\$ 257,815,306	\$ 251,268,900	\$ 259,041,227
General Revenue Fund	207,218,080	256,941,604	250,427,910	258,181,162
Working Capital Revolving Fund	417,542	467,162	467,162	486,035
Inmate Revolving Fund	153,873	406,540	373,828	374,030
Full-time equivalent employees	7,823.84	8,703.17	8,450.67	8,481.84

DEPARTMENT OF CORRECTIONS

DIVISION OF ADULT INSTITUTIONS (Continued)

Fiscal Year 2005 Governor's Recommendations

- \$853,855 for institutional expense and equipment cost to continue.
- \$133,056 for continued wage and discharge cost.
- \$7,379,501 for pay plan, including \$7,350,172 general revenue.
- \$32,918 and one staff reallocated from the Division of Offender Rehabilitative Services.
- (\$2,606,871) and (135.33) staff in core reduction from the Fiscal Year 2004 appropriation level, including (\$2,563,905) general revenue.
- (\$1,798,250) and (49) staff reallocated to the Division of Human Resources.
- (\$1,292,521) and (12) staff for one-time expenditures.
- (\$686,594) and (18) staff reallocated to the Division of Probation and Parole.
- (\$600,269) and (four) staff reallocated to the Office of the Director.
- (\$188,904) and (four) staff reallocated to the Division of Offender Rehabilitative Services.

DEPARTMENT OF CORRECTIONS

DIVISION OF ADULT INSTITUTIONS (Continued)

Missouri Prison Population: December 30, 2003

Male Institutional	<u>Capacity</u>	<u>Population</u>	<u>Vacancies</u>
Algoa Correctional Center	1,565	1,323	242
Boonville Correctional Center, including 200 Tents	1,256	1,025	231
Northeast Correctional Center	1,985	1,953	32
Western Missouri Correctional Center	1,975	1,956	19
Central Missouri Correctional Center	1,000	860	140
Crossroads Correctional Center	1,500	1,475	25
Eastern Reception and Diagnostic Correctional Center	2,684	1,782	902
Farmington Correctional Center	2,307	2,260	47
Fulton Reception and Diagnostic Center	1,272	1,297	(25)
Kansas City Community Release Center	250	249	1
South Central Correctional Center	1,596	1,504	92
Missouri Eastern Correctional Center	1,100	1,027	73
Moberly Correctional Center	1,800	1,790	10
Missouri State Penitentiary	1,938	1,821	117
Ozark Correctional Center	650	622	28
Ozark Correctional Center - Camp Hawthorne	45	39	6
Potosi Correctional Center	792	773	19
Southeast Missouri Correctional Center	1,596	1,529	67
Western Reception and Diagnostic Correctional Center	1,339	1,308	31
St. Louis Community Release Center	450	429	21
Tipton Correctional Center	1,088	976	112
Male Institutional Total	28,188	25,998	2,190
Male Treatment			
Boonville Treatment Center	60	53	7
Biggs	20	2	18
Farmington Boot Camp	50	46	4
Cremer (Treatment)	180	163	17
Farmington Treatment Center	275	237	38
Maryville Treatment Center	525	518	7
Mineral Area Treatment Center	100	79	21
Western Reception and Diagnostic Correctional Center	595	574	21
Male Treatment Total	1,805	1,672	133
TOTAL MALE CAPACITY AND POPULATION	29,993	27,670	2,323
Female			
Biggs	10	0	10
Chillicothe Correctional Center	525	517	8
Kansas City Community Release Center	50	36	14
St. Louis Community Release Center	50	55	(5)
Women's Eastern Reception and Diagnostic Correctional Center	1,776	1,592	184
TOTAL FEMALE CAPACITY AND POPULATION	2,411	2,200	211
TOTAL POPULATION	32,404	29,870	2,534

**DEPARTMENT OF CORRECTIONS
DIVISION OF OFFENDER REHABILITATIVE SERVICES**

FINANCIAL SUMMARY

	FY 2003 EXPENDITURE	FY 2004 APPROPRIATION	FY 2005 REQUEST	GOVERNOR RECOMMENDS FY 2005
Central Office	\$ 1,753,323	\$ 1,842,691	\$ 1,910,533	\$ 1,946,410
Medical Services	78,506,900	83,664,227	89,699,125	89,777,509
Medical Equipment	191,867	244,000	750,000	393,852
Education and Treatment Services	20,247,251	24,315,175	23,874,397	23,936,503
Vocational Enterprises	25,108,154	33,379,475	33,020,575	33,164,057
Prison Industry Enhancement	0	962,762	962,762	962,762
DIVISIONAL TOTAL	\$ 125,807,495	\$ 144,408,330	\$ 150,217,392	\$ 150,181,093
PERSONAL SERVICE				
General Revenue Fund	13,938,734	17,465,067	17,001,635	17,178,037
Working Capital Revolving Fund	6,922,905	8,564,486	8,132,398	8,295,007
EXPENSE AND EQUIPMENT				
General Revenue Fund	85,909,118	90,588,829	97,293,411	96,918,101
Federal Funds	0	1	1	1
Working Capital Revolving Fund	19,036,738	27,525,347	27,525,347	27,525,347
Correctional Substance Abuse Earnings Fund	0	264,600	264,600	264,600
TOTAL	\$ 125,807,495	\$ 144,408,330	\$ 150,217,392	\$ 150,181,093
General Revenue Fund	99,847,852	108,053,896	114,295,046	114,096,138
Federal Funds	0	1	1	1
Working Capital Revolving Fund	25,959,643	36,089,833	35,657,745	35,820,354
Correctional Substance Abuse Earnings Fund	0	264,600	264,600	264,600
Full-time equivalent employees	674.25	789.15	764.12	759.50

Fiscal Year 2005 Governor's Recommendations

- \$3,533,901 for increased offender medical expenses.
- \$2,541,473 for continued offender medical contract costs.
- \$150,000 for medical equipment.
- \$121,158 and one staff for treatment matching funds.
- \$499,365 for pay plan, including \$336,756 general revenue.
- \$188,904 and four staff reallocated to the Division of Adult Institutions.
- (\$869,196) and (23.65) staff in core reduction from the Fiscal Year 2004 appropriation level, including (\$437,108) general revenue.
- (\$287,562) and (eight) staff reallocated to the Office of the Director.
- (\$72,362) and (two) staff reallocated to the Division of Human Services.
- (\$32,918) and (one) staff reallocated to the Division of Adult Institutions.

DEPARTMENT OF CORRECTIONS

BOARD OF PROBATION AND PAROLE

The Board of Probation and Parole provides a full range of supervision strategies to manage offenders who are on probation and parole. These strategies combine appropriate structure, control, treatment, and intervention to address the risk and needs of offenders in the community. In addition to supervision of offenders, staff provides assessments and investigations for the courts, parole board, and other states. These assessments and investigations assist the judges and parole board in making informed and appropriate decisions on cases before them. Through professional assessment and supervision, the board is able to identify and deliver a continuum of necessary services to address a complex offender population. The board also manages a range of alternatives, including community sentencing, the house arrest program, intensive supervision, and halfway houses.

Fiscal Year 2005 Governor's Recommendations

- \$3,092,431 for pay plan, including \$3,086,455 general revenue.
- \$686,594 and 18 staff reallocated from the Division of Adult Institutions.
- (\$518,262) and (16) staff in core reduction from the Fiscal Year 2004 appropriation level, including (\$496,842) general revenue.
- (\$148,225) and (seven) staff reallocated to the Division of Human Resources.

	FY 2003 EXPENDITURE	FY 2004 APPROPRIATION	FY 2005 REQUEST	GOVERNOR RECOMMENDS FY 2005
Probation and Parole Staff	\$ 59,462,502	\$ 62,897,166	\$ 62,904,013	\$ 65,759,960
St. Louis Community Release Center	3,301,085	3,726,154	3,682,786	3,795,039
Kansas City Community Release Center	1,933,305	2,259,874	2,296,814	2,370,626
Community-Based Corrections Programs	9,515,970	10,146,548	10,205,386	10,216,655
DIVISIONAL TOTAL	\$ 74,212,862	\$ 79,029,742	\$ 79,088,999	\$ 82,142,280
PERSONAL SERVICE				
General Revenue Fund	59,474,280	63,120,137	63,115,504	66,201,959
Inmate Revolving Fund	157,029	320,221	298,801	304,777
EXPENSE AND EQUIPMENT				
General Revenue Fund	11,533,197	12,473,628	12,558,938	12,519,788
Inmate Revolving Fund	3,048,356	3,115,756	3,115,756	3,115,756
TOTAL	\$ 74,212,862	\$ 79,029,742	\$ 79,088,999	\$ 82,142,280
General Revenue Fund	71,007,477	75,593,765	75,674,442	78,721,747
Inmate Revolving Fund	3,205,385	3,435,977	3,414,557	3,420,533
Full-time equivalent employees	2,052.61	2,065.88	2,060.88	2,060.88